

Council on Postsecondary Education
September 19, 2004

2004-05 Strategic Planning Process Update

The process for updating the public agenda for postsecondary education continues to move forward. The Council discussed the detailed timeline, trusteeship conference agenda, regional forum schedule and format, selected data analyses, and proposed publications at its August 15-16 retreat. On August 27, Tom Layzell and Sue Hodges Moore briefed Governor Fletcher and Education Secretary Fox on the process. And at their September 1, 2004 monthly meeting, the presidents offered their comments and advice on the process and had a preliminary discussion about the review of institutional mission statements.

The following attachments reflect the most up-to-date descriptions of plan activities and components:

- Attachment A – Timelines
- Attachment B – Regional forum schedule
- Attachment C – Regional forum invitees
- Attachment D – Regional forum format
- Attachment E – Mission parameters
- Attachment F – Planning package outline

Kentucky Postsecondary Education 2004 Strategic Planning Process General Timeline

[illegible]

Strategic Planning Process & Comprehensive Funding Model Review
CPE Oversight, Consultation with Presidents, SCOPE, & CEO
Detailed Timeline

Month	CPE Study Session & Mtg	Executive Committee Mtg	Presidents' Mtg	SCOPE Mtg	Committee on Equal Opportunities Mtg	Other
May-04	(5/23): Overview of planning process & comprehensive funding model review (see agenda items)					
Jun-04						Update/advice from CPE chair and vice chair on planning process
Jul-04	(7/19): Discuss revised planning process and timeline (see agenda item); update on funding model review	(7/1): Discuss planning process, timeline, regional forums; discuss funding model review process, objectives, principles				
Aug-04			(8/4): Discuss revised timeline, regional forums, trusteeship conference			(8/15-16) <i>CPE Retreat</i> : Discuss revised planning timeline, forums, trusteeship conference, data analysis/2020 projections, planning issues; discuss status of funding model review
Sep-04	(9/19): Measuring Up 2004 presentation; 2020 projections; update on funding model review		(9/13): Discuss trusteeship conference; preliminary discussion on development of mission parameters; regional forums; update on funding model review	(9/19-20): Planning discussion at trusteeship conference		(9/19-20) <i>Trusteeship Conference</i> : Planning kickoff - discussions with SCOPE members, board members, presidents, CPE members (9/29): Regional forum in Covington

Month	CPE Study Session & Mtg	Executive Committee Mtg	Presidents' Mtg	SCOPE Mtg	Committee on Equal Opportunities Mtg	Other
Oct-04			(10/6): Planning update; update on funding model review		(10/18-19): Update on planning; information on regional forums	(10/4-27): Regional forums in Louisville, Prestonsburg, Manchester, Lexington, Ashland, Paducah, Madisonville, Glasgow
Nov-04	(11/7-8): Discuss forum results, draft public agenda, statewide action agenda, regional priorities	(11/3): Review regional forums results & discuss draft public agenda; update on funding model review	(11/3): Review regional forum results & discuss draft public agenda; update on funding model review			
Dec-04		(12/1): Discuss draft public agenda, statewide action agenda, regional priorities, key indicators; discuss mission parameters, action plan guidelines; update on funding model review	(12/6): Discuss draft public agenda, statewide action agenda, regional priorities, key indicators; discuss mission parameters, action plan guidelines; update on funding model review	(12/6 tentative): Discuss draft public agenda, statewide action agenda, key indicators, regional priorities; discuss preliminary proposal for funding model		

Month	CPE Study Session & Mtg	Executive Committee Mtg	Presidents' Mtg	SCOPE Mtg	Committee on Equal Opportunities Mtg	Other
Jan-05	<p>(dates and locations tbd): Regional Campus Forums</p> <p>(1/31): Discuss mission parameters, guidelines for campus and Council action plan development; approve new funding model</p>	<p>(1/12): Continue discussion of draft public agenda, statewide action agenda, regional priorities, key indicators; discuss mission parameters, guidelines for development of campus and Council action plans; update on funding model review</p>	<p>(1/5): Continue discussion of draft public agenda, statewide action agenda, regional priorities, key indicators; discuss mission parameters, guidelines for development of campus and Council action plans; update on funding model review</p>			
Feb-05	<p>(dates and locations tbd): Regional Campus Forums</p>		<p>(2/2): Update on draft public agenda, statewide action agenda, regional priorities, key indicators; discuss mission parameters, guidelines for development of campus and Council action plans</p>		<p>(tbd): Update on planning</p>	

Month	CPE Study Session & Mtg	Executive Committee Mtg	Presidents' Mtg	SCOPE Mtg	Committee on Equal Opportunities Mtg	Other
Mar-05	(3/21): Approve public agenda, statewide action agenda, regional priorities, key indicators; approve mission parameters; issue guidelines for campus and Council action plan development; update on 2006-08 budget process	(3/2): Discuss results of regional campus forums	(3/2): Continue discussion of draft public agenda, statewide action agenda, regional priorities, key indicators; update on campus and Council action plans & mission parameters; update on 2006-08 budget process	(tbd): Continue discussion of draft public agenda, statewide action agenda, regional priorities, key indicators; update on campus action plans & mission parameters; discuss funding model		
Apr-05		(4/13): Advice on Council action plan; update on campus action plan development	(4/6): Update on Council action plan and discuss campus action plan development		(tbd): Update on planning	
May-05	(5/22): Discuss draft Council action plan; update on campus action plan development; update on 2006-08 budget process		(5/4): Update campus action plan development; discuss IEG spring board development seminar; update on 2006-08 budget process			(5/22-23 IEG Spring Board Development Seminar): Discuss action plans/mission parameters (response to public agenda, action agenda, regional priorities); overview of new funding model

Month	CPE Study Session & Mtg	Executive Committee Mtg	Presidents' Mtg	SCOPE Mtg	Committee on Equal Opportunities Mtg	Other
Jun-05		(6/5): Update/advice on planning process & budget development	(6/1): Update on planning process & budget development	(tbd): Update/advice on planning process & budget development	(tbd): Update on planning	(6/5-6 CPE Retreat): Discuss planning process, trusteeship conference
Jul-05	(7/18): Approve campus and Council action plans; preliminary discussion of budget priorities, other budget matters		(7/6): Finalize campus action plans; preliminary discussion of budget priorities, other budget matters			
Aug-05		(8/3): Discuss budget development process; discuss trusteeship conference	(8/3): Discuss budget development process; discuss trusteeship conference	(tbd): Update/advice on planning & budget priorities	(tbd): Update on planning	
Sep-05	(9/18): Final endorsement of planning package; discuss 2006-08 funding priorities based on public and statewide action agendas, institutional action plans		(9/7): Discuss trusteeship conference; update on planning; discuss 2006-08 funding priorities based on public and statewide action agendas, institutional action plans			(9/18-19 Trusteeship Conference): Distribution of strategic plan package; discuss implementation (what's it gonna take?)

Month	CPE Study Session & Mtg	Executive Committee Mtg	Presidents' Mtg	SCOPE Mtg	Committee on Equal Opportunities Mtg	Other
Oct-05		(10/5): Continued discussion of funding priorities based on public and statewide action agendas, campus and Council action plans	(10/5): Update on planning & budget priorities	(tbd): Update on planning and budget priorities	(tbd): Update on planning	
Nov-05	(11/7): Approval of 2006-08 biennial budget recommendation		(11/2): Discuss 2006-08 biennial budget recommendation			

CPE and Executive Committee meeting dates are tentative.

**2004-05 Strategic Planning Process
Regional Forums**

Date	Time	City	Area Development Districts	Site
9-29-04	6:30-9 pm (ET)	Covington	Northern Kentucky: Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, Pendleton Buffalo Trace: Bracken, Fleming, Lewis, Mason, Robertson	Holmes High School 2500 Madison Avenue Covington
10-4-04	6:30-9 pm (ET)	Louisville	KIPDA: Bullitt, Henry, Jefferson, Oldham, Shelby, Spencer, Trimble	duPont Manual High School 120 W. Lee Street Louisville
10-12-04	6:30-9 pm (ET)	Prestonsburg	Big Sandy: Floyd, Johnson, Magoffin, Martin, Pike	Prestonsburg High School 825 Blackcat Boulevard Prestonsburg
10-13-04	6:30-9 pm (ET)	Manchester	Cumberland Valley: Bell, Clay, Harlan, Jackson, Knox, Laurel, Rockcastle, Whitley Kentucky River: Breathitt, Knott, Lee, Leslie, Letcher, Owsley, Perry, Wolfe	Clay County High School 415 Clay Co. High Road Manchester
10-14-04	6:30-9 pm (ET)	Lexington	Bluegrass: Anderson, Bourbon, Boyle, Clark, Estill, Fayette, Franklin, Garrard, Harrison, Jessamine, Lincoln, Madison, Mercer, Nicholas, Powell, Scott, Woodford	Henry Clay High School 2100 Fontaine Road Lexington
10-19-04	6:30-9 pm (ET)	Ashland	FIVCO: Boyd, Carter, Elliott, Greenup, Lawrence Gateway: Bath, Rowan, Menifee, Montgomery, Morgan	Paul Blazer High School 1500 Blazer Boulevard Ashland
10-25-04	6:30-9 pm (CT)	Paducah	Purchase: Ballard, Calloway, Carlisle, Fulton, Graves, Hickman, Marshall, McCracken	Lone Oak High School 225 John E. Robinson Avenue Paducah
10-26-04	6:30-9 pm (CT)	Madisonville	Pennyrile: Caldwell, Christian, Crittenden, Hopkins, Livingston, Lyon, Muhlenberg, Todd, Trigg Green River: Daviess, Hancock, Henderson, McLean, Ohio, Union, Webster	Madisonville North Hopkins High School 4515 Hanson Road Madisonville
10-27-04	6:30-9 pm (CT)	Glasgow	Barren River: Allen, Barren, Butler, Edmonson, Hart, Logan, Metcalfe, Monroe, Simpson, Warren Lake Cumberland: Adair, Casey, Clinton, Cumberland, Green, McCreary, Pulaski, Russell, Taylor, Wayne Lincoln Trail: Breckinridge, Grayson, Hardin, Larue, Marion, Meade, Nelson, Washington	Barren County High School 507 Trojan Trail Glasgow

Regional Forum Invitees

Administrative Office of the Courts (judicial branch)
Advocates
Affordability Policy Group
AFL-CIO - leadership list by ADD
Associated Industries of KY
Black Ministers Association (Baptist)
Board Chairs-Independent
Board members of Universities & KCTCS
Board of Student Body Presidents (public)
Board of Student Body Presidents (independent)
Building Trades Representatives
Centro De Amistad of St. Mary's Basilica
Centro Hispano de Recursos (La Esperanza)
CEO
Chamber of Commerce - local chambers & presidents
Congress of Senate and Faculty Leadership
Council for Vocational Rehab
CPE Inter-Alumni Council
CPE Members
Democratic and Republican party heads
DLAC
Executive Cabinet
Family Resource Centers (regional contacts)
GEAR UP coordinators (ask them to invite parents)
GEAR UP Directors
Governor's Postsecondary Education Nominating Committee
Hispanic Association
Hispanic Association of Lexington
Hispanic Ministry of Lexington
Human Rights Commission
IEG Oversight Committee
Kentucky Association of School Administrators
KEA
Kentucky Appalachian Commission
Kentucky Association of Counties (Judge Executives Only)
Kentucky Bar Association
Kentucky Legal Services
Kentucky Library Association
Kentucky Long Term Policy Research Center Board and staff
Kentucky Magistrates and Commissioners Association
Kentucky Migrant Network Coalition

KHEAA Board
KHEAA Outreach Employees
KIDC
KSBA (all elected board members)
KSBA (superintendents)
KY Adult Ed Contract Fiscal Agents
KY Adult Ed Program Directors
KY Board of Education
KY Farm Bureau - leadership board, education committee
KY League of Cities - elected black officials
KY League of Cities - mayor, city manager, city clerk
KY Press Association
KY PTA
Local P-16 Council
Local Workforce Investment Boards
Migrant Network Coalition
P-16 Council
Partner's for Kentucky's Future
Presidents-Independent
Presidents-KCTCS
Presidents-Public
Prichard Committee
Prison education staff
Proprietary Institutions
Science and Tecnology Corporation
SCOPE
Seamlessness Policy Group
Society for Human Resource Managers
State Conference of NAACP
State Rehabilitation Council, Office of the Blind
State Representatives
State Senators
University of Kentucky-Farmworkers Outreach Program
Urban League of Lexington
Urban League of Louisville
US Congress
Workforce Investment Board
Workforce/Economic Development Policy Group

Regional Forum Format

6:30-6:45 p.m.	Welcoming remarks from Council member or Tom Layzell
6:45-7:15 p.m.	Community/regional needs discussion with audience, facilitator led
7:15-7:45 p.m.	Data presentation by Tom Layzell
7:45-8:45 p.m.	Facilitator-led discussion (small audience) OR Group work at round tables (large audience)
8:45-9:00 p.m.	Concluding remarks from Council member or Tom Layzell

**Kentucky Council on Postsecondary Education
2004-05 Strategic Planning Process
Review of Institutional Missions**

Statute KRS 164.020 requires the Council to have a statewide strategic agenda and to review, revise, and approve the missions of the state's universities and the KCTCS. Statutes KRS 164.350, KRS 164.125/131, and KRS 164.810/815 require boards of trustees and regents to review their institutional missions to ensure consistency with the statewide strategic agenda.

Objectives

- To develop a set of mission parameters for each public postsecondary institution in Kentucky that recognizes each institution's distinctive role in the system, identifies common elements of similar institutions, and collectively addresses the needs of the Commonwealth as articulated in the public agenda for Kentucky's postsecondary education system.
- To conduct a Council review of the missions of each public postsecondary institution in Kentucky to ensure that each mission statement is in accordance with an established set of mission parameters for that institution. For any mission statement that is not aligned with the Council's approved mission parameters, the institution will be asked to propose revisions to the Council for approval.

Linkage with Strategic Planning Process

The 2004-05 strategic planning process will result in the following documents: public agenda, statewide action plan, and campus action plans for each of the nine public institutions, the independent sector, and the Council. Each campus action plan for the public institutions will include the following three components:

- Mission Parameters
- Priorities for Action (replacing the one-pagers we now have that link each institution's strategic plans with the public agenda, statewide action agendas, and HB 1 goals)
- Performance indicators that measure institutional progress in implementing the public agenda, statewide action agenda, and HB1 goals

General Process

Discussions among the Council staff and institutional presidents and between the Council president and Council members will result in a set of mission parameters for each institution. Once parameters are defined, the Council staff will review each institution's mission statement for conformance to the parameters and will identify any inconsistencies. In cases where the statements conform to the parameters, the Council would approve the current statements with either no or

minimal editorial changes. In cases where inconsistencies are identified, the institution will be asked to undergo a process on campus to revise the mission statement within a specified period of time. Proposed changes would be reviewed by the respective institutional governing board and then submitted to the Council for approval.

Possible Parameters

- Carnegie classification
- Degree level
- Program mix
- Students and other clientele (including admissions selectivity)
- Geographic responsibility
- Research/service/regional stewardship responsibilities
- Collaboration/efficiency

What parameters should be used? Which should be common across similar institutions? How should parameters be differentiated to demonstrate the distinctiveness among institutions?

Proposed Timeline

Mission parameters will need to be in place (at least working drafts) prior to the completion of action plans. A suggested timeline is as follows:

Date	Activity
September 2004	Discuss with presidents
October 2004	Discuss with chief academic officers
November 2004	Continue discussion with presidents and CAOs
December 1, 2004	Present draft to Council Executive Committee
January 12, 2005	Discuss with Council Executive Committee
January 31, 2005	Discuss with Council
February 2005	
March 2005	Council approves mission parameters
April 2005	Council staff notifies institutions not aligned
May 2005	
June 2005	
July 2005	
August 2005	
September 2005	New mission submissions due

Strategic Plan Documents Discussion Outline

(All document names are working titles only.)

Public Agenda *(4-year shelf life, 4-6 pages in length)*

The public agenda will communicate the critical set of state issues and challenges requiring the sustained attention and capacity of Kentucky's postsecondary education system. It will demonstrate the system's ongoing commitment to improving the lives of Kentuckians and the economic prosperity of the state. The public agenda satisfies the requirement in House Bill 1 (HB 1) for a strategic agenda, which must be reviewed every four years. The document will consist of:

- An introduction explaining its purpose
- A brief history of reform (HB 1)
- The major themes (that will revise or replace the 5 questions)
- Conclusion

To be successful, the public agenda should:

- Be long-term, transcending terms of office, political divisions, institutional loyalties
- Engage all Kentucky colleges and universities – public and independent and two-year and four-year
- Build on current statewide efforts for education reform and on current adult and postsecondary education initiatives directed by the current public agenda
- Encourage a collaborative approach to addressing problems to avoid divisive battles about turf and politics
- Have easily understood benchmarks to gauge progress

Statewide Action Agenda *(4-year shelf life, 14-16 pages in length)*

The statewide action agenda will provide more specifics on how the system will implement postsecondary reform over the next four years, at which time the agenda will be reviewed (in accordance with HB 1). The document will consist of:

- An introduction explaining its purpose
- 2020 Projections (as determined by the NCHEMS analysis)
- For each major theme in the public agenda (e.g., question), a list of key accomplishments since 1998, challenges facing the system, strategies and policy issues to be addressed, and key indicators of progress
- Conclusion which segues to the campus action plans

Regional Priorities *(2-4 year shelf life, 1 per region/ADD, 1 page each)*

These working documents will synthesize key indicator data, information from the regional forums, and other relevant demographic data to highlight the strengths and challenges unique to each region. They will be used to inform the development of the campus action plans and may or may not be published as part of the strategic plan package.

Campus Action Plans for Public Universities & KCTCS *(2-4 year shelf life, 1 per university, 1 for the KCTCS system, 4 pages in length each)*

The campus action plans will outline what the universities and KCTCS will do to achieve the public agenda and statewide action agenda. The action plans satisfy the requirement in HB 1 for a strategic implementation plan, which must be reviewed every 2 years. These documents will consist of:

- An introduction explaining the purpose
- Mission parameters
- Priorities for action, in response to the public agenda's major themes (e.g., the 5 questions) and HB 1 goals
- Performance measures relevant to the public agenda (i.e., key indicators) and HB 1 goal (campus specific measures)

Independent Sector Action Plan *(2-4 year shelf life, 1 for the system, 4 pages in length)*

The action plan for the independent sector describes how the independent institutions will help advance the public agenda and statewide action agenda. The document will consist of:

- Introduction explaining its purpose
- Priorities for action, in response to the public agenda and institutional goals
- Performance measures (if applicable)

Council Action Plan *(2-4 year shelf life, 6 pages in length)*

The Council action plan will describe what the Council units will do to advance the goals of the public agenda and statewide action agenda. The document will consist of:

- Strategies and initiatives of the CPE over the next 2-4 years
- Strategies and initiatives of the KYVU/VL over the next 2-4 years
- Strategies and initiatives of Kentucky Adult Education over the next 2-4 years